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5 March 1968

MEMORANDUM FOR MR. BROSS

SUBJECT: Management System for COINS

1. CIA, at the level of Red White, has agreed that there should be some sort of a management system for the COINS experiment. They will propose a system which is greatly reduced in size, authority, capability and responsibility from the system which you proposed to USIB.
2. In order to get an acceptable management system worked out, the following is proposed:
 - a. The USIB action now pending be returned to the agenda for 14 March.
 - b. The DCI make a statement to the effect that he feels a management system for the COINS experiment should be developed but that he is not convinced that the management system should be as elaborate as that proposed. He suggests that a simplified version of the proposal before USIB would be more appropriate.
 - c. The DDCI state that he feels we can do the evaluation and reporting job with a management system that does not have the additional responsibilities set forth in the proposal and that CIA is prepared to submit an alternate proposal at an appropriate time.
 - d. After securing agreement from the USIB members that some sort of a management system is desirable, the DCI refer the paper back to you for action.
3. I will then hold a series of reps meetings and get agreement on some system that everyone can agree on.

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"nothing" draft.

Management System for the Community On-Line
Intelligence System (COINS)

SECTION I - PURPOSE

1. The purpose of this Directive is to establish within USIB, and under the direction of the DCI, a management structure for the Community On-Line Intelligence System (COINS). It defines actions expected of the COINS Management Office and of participating organizations to realize optimum test and evaluation of this experimental informational handling system.

2. The COINS experiment, which was established at the direction of the President's Foreign Intelligence Advisory Board (PFIAB), is a feasibility test of interagency information handling making use of interconnected, computer-based files. The purpose of the experiment is to test an on-line system which permits participating agencies to interrogate files held by other agencies as well as its own through a network of query/respond terminals and secure communications circuits.

SECTION II - DEFINITIONS

3. Following are definitions of terms used in this Directive:

a. Executive Agency: A participating organization providing the Executive Agent, and all supporting facilities and services to the Executive Agent and his staff.

b. Executive Agent: A designated individual in the Executive Agency assigned the responsibility and delegated the authority by the Director of Central Intelligence (DCI) for COINS management.

c. System Management: A concept for the over-all management of the COINS experiment based on the use of an Executive Agent responsible for planning, directing and controlling the development, implementation and operation of the COINS experiment, and for assuring that planning is accomplished by the organizations responsible to the management authority for the execution of specifically assigned and agreed-upon tasks.

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d. COINS Manager: A designated individual in a participating organization assigned the responsibility for the management of COINS within that organization.

e. Project Leaders: Military and civilian personnel assigned a specific task who report directly to the Executive Agent.

f. COINS Management Office: The organization comprised of technical and business management and administrative personnel assigned full time to the Executive Agent. The Office may be augmented with additional personnel from participating organizations.

g. Executive Agent Charter: This Directive establishes an Executive Agent and his Management Office; defines his mission, authority and major functions; and describes his relationships with other organizations and their support responsibilities. In addition, it sets forth basic policy with respect to the management of COINS.

h. Participating Organization: A governmental activity, responsible to the Executive Agent for the execution of specific aspects of the system and identified by the chartering authority, if within his authority, or identified in the approved, negotiated Technical Memorandum of Agreement, if the activity is not responsible to the chartering authority.

i. Technical Memorandum of Agreement: A formalized document delineating specific procedural and operational agreements between COINS participants, and binding on all signatories.

SECTION III - EXECUTIVE AGENCY

4. The DCI, in consultation with USIB, will designate the Executive Agency.

5. The Executive Agency will serve as host and will provide facilities and support services required by the Executive Agent in the execution of his responsibilities. These include but are not limited to:

a. Office space and services for the Executive Agent and his staff, including secure conference facilities.

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- b. Reproduction facilities.
- c. Consultant services of co-located activities such as security, COMSEC, R&D, communications, etc.
- d. Data processing service that may be required for the evaluation of the COINS experiment.
- e. Basic staff. (This staff will be augmented by the participating organizations as required.)
- f. Personnel, fiscal and administrative services and support required.

SECTION IV - EXECUTIVE AGENT

6. The Director of the Executive Agency, in consultation with the DCI, will appoint the Executive Agent.

7. The COINS Executive Agent is responsible to the Director of Central Intelligence (DCI) for the administration of the COINS program within the USIB community as well as representing the program with other organizations as may be required.

8. The Executive Agent will be responsible for coordinating his actions or proposed actions with the appropriate COINS Managers of the participating organizations involved. Conflicts will be referred in writing to the Chairman of CODIB for resolution or consideration by USIB as may be appropriate.

9. —————>
10. The Executive Agent, in cooperation with the COINS Managers in each participating organization, will:

a. Develop, coordinate and obtain USIB approval of a set of objectives for the COINS experiment, including an implementation schedule.

b. Coordinate COINS budgets, plans and programs of each participating organization to achieve the approved objectives within the desired time frames.

c. —————>
d. Prepare recurring or special progress reports identifying successful milestones or problem areas indicating remedial action taken to resolve identified problems.

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d. Monitor and analyze the program on a continuing basis, particularly with respect to technical performance, schedules and costs.

e. Assign technical responsibilities of specific tasks to a participating organization through the use of a Technical Memorandum of Agreement.

f. Organize working groups and appoint chairmen to investigate problem areas and make recommendations.

g. Identify COINS R&D requirements and refer them to CODIB for consideration and assignment to one of the participating agencies for action.

h. Recommend to CODIB an interagency COINS training program as may be required, making maximum use of existing training facilities.

i. Develop a security program consistent with existing regulations.

j. Draft, coordinate and publish directives, conventions and guidelines, and procedures with respect to the operation of the COINS experiment.

k. Develop procedures for modifying existing data bases or adding new data bases to satisfy the information requirements of the participating organizations.

11.10. The Executive Agent has no authority to direct or manage the internal operations of participating organizations. However, he can task a participating organization by negotiating a Technical Memorandum of Agreement (TMA) with the Coins Manager of the participating agency concerned. The participating agency is responsible for executing an approved agreement.

SECTION V - PARTICIPATING ORGANIZATIONS

12.11. Each organization participating in the COINS program will:

a. Appoint a COINS Manager who will be responsible for:

(1) Representing their organization on all

aspects of the COINS programs.

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(2) Managing the COINS experiment within their own organization.

(3) Developing and coordinating all phases of COINS activities within his organization.

(4) —————→

b. Provide the equipment, software, personnel, funding, and contractor resources required for its own COINS facilities. Communications line costs from the central switch to each department or agency will be borne by the agency concerned. During the experimental development and evaluation phase of COINS, DIA will provide the central switch.

c. Insure that its agency's program, plans and budgets contain the resources required to meet the approved objectives and implementation schedule.

d. Prepare and submit recurring or special reports to the Executive Agent as may be required.

e. Provide assistance to the Executive Agent in the (1) formulation for the COINS experiment for submission to the DCI for approval, and (2) development of implementation schedules.

f. Appoint appropriate technicians to serve on working groups organized by the Executive Agent.

SECTION VI - USIB COMMITTEE ON DOCUMENTATION (CODIB)

13.12. CODIB will act as the staff agency responsible for monitoring for the DCI and USIB the activities of the Executive Agency. Specifically, CODIB will:

a. Endeavor to resolve all problems between the Executive Agent and the COINS Managers.

b. Provide guidance to the Executive Agent on the development of objectives for the COINS experiment.

c. Provide guidance to the Executive Agent with respect to policy and plans.

d. Provide guidance to the Executive Agent on substantive intelligence requirements for the COINS system.

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e. Conduct periodic operational and technical evaluations of the COINS experiment and report the results to USIB.

f. Coordinate with other USIB activities engaged in the development of data bases or data standards which may affect COINS (e.g., Data Base Working Group/COMIREX, Intelligence Guidance Subcommittee of the SIGINT Committee, etc.).

SECTION VII - COINS MANAGEMENT OFFICE

14.13. The Executive Agency will be authorized a staff as may be required, including a secretary. This will constitute the COINS Management Office and be located in the Executive Agency. Major USIB members (i.e., CIA, DIA or NSA) will be expected to provide any necessary augmentation.

SECTION VIII - REPORTING

15.14. The Executive Agent for COINS will prepare and deliver oral and written reports as may be required. He will be responsible for submitting a quarterly status report to each participating agency as well as to CODIB and other interested organizations.

16.15. The Executive Agent, in cooperation with the COINS managers and the COINS Evaluation Panel, will submit to the DCI a final Evaluation Report based upon the Evaluation Plan approved by CODIB, no later than 31 December 1969.

SECTION IX - IMPLEMENTATION

17.16. This Directive is effective on date of publication.

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